

**RESOLUTION OF THE BOSTON REDEVELOPMENT AUTHORITY
RE: FINAL DESIGNATION OF THE PRESIDENT AND FELLOWS OF
HARVARD COLLEGE, ACTING BY AND THROUGH HARVARD
MEDICAL SCHOOL, FOR DISPOSITION PARCEL 24 IN THE FENWAY
URBAN RENEWAL AREA PROJECT NO. MASS. R-115**

WHEREAS, the Boston Redevelopment Authority (hereinafter referred to as the "Authority"), has entered into a contract for a loan and capital grant with the Federal Government under Title I of the Housing Act of 1949, as amended, which contract provides for financial assistance in the hereinafter identified project; and

WHEREAS, the Urban Renewal Plan for the Fenway Urban Renewal Area, Project No. Mass. R-115 (hereinafter referred to as the "Project Area"), has been duly reviewed and approved in full compliance with local, state and federal law; and

WHEREAS, the Authority is cognizant of the conditions that are imposed in the undertaking and carrying out of urban renewal projects with federal financial assistance under said Title I, including those prohibiting discrimination because of race, color, sex, religion, or national origin; and

WHEREAS, the President and Fellows of Harvard College, Acting by and through Harvard Medical School, has expressed an interest in and/or has submitted a satisfactory proposal for the development of Disposition Parcel 24 in the Fenway Urban Renewal Area; and

WHEREAS, the Authority is cognizant of Chapter 30, Sections 61 through 62H of the Massachusetts General Laws, as amended, with respect to minimizing and preventing damage to the environment:

NOW, THEREFORE, BE IT RESOLVED BY THE BOSTON REDEVELOPMENT AUTHORITY:

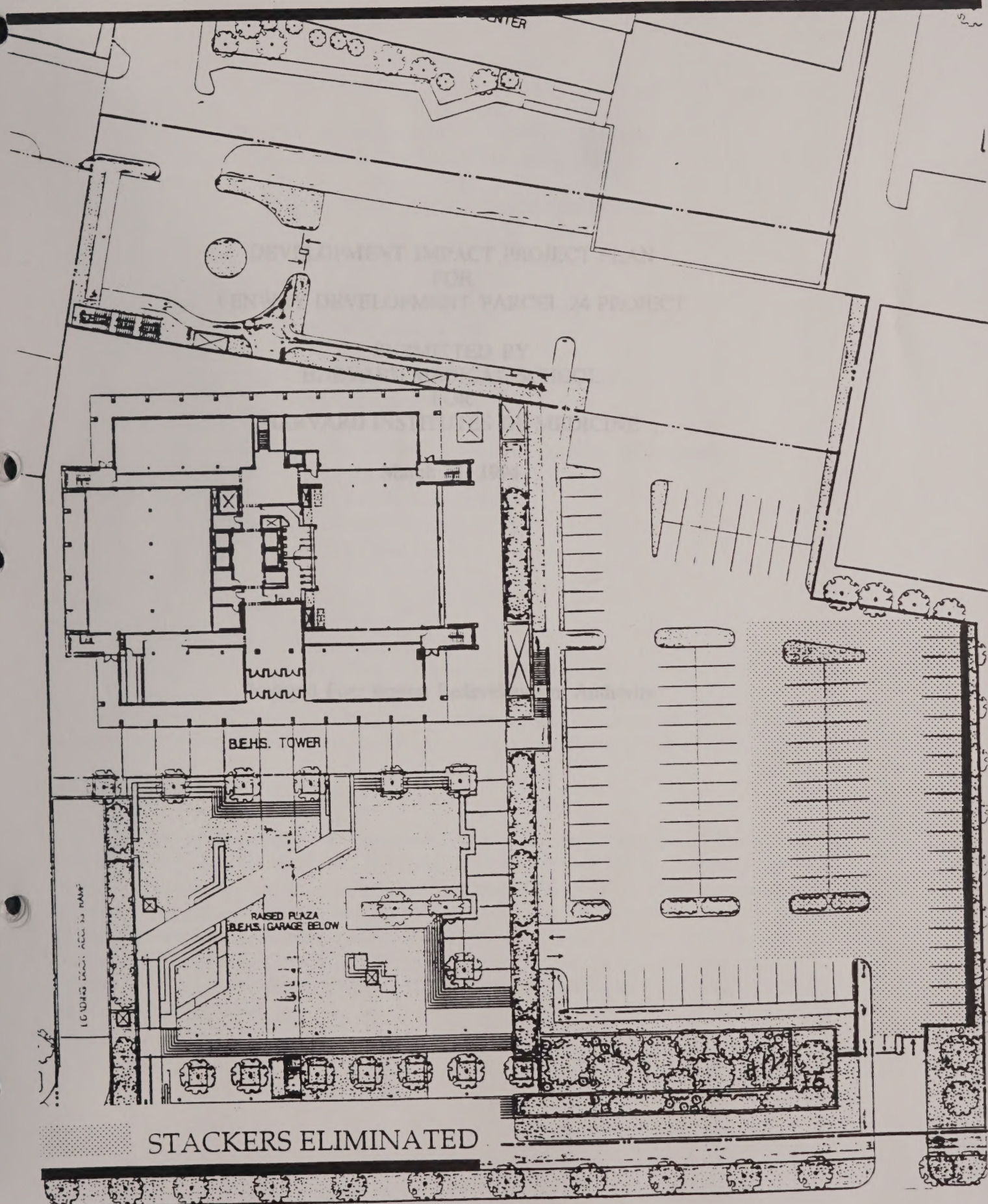
1. That Harvard be, and hereby is, finally designated as Redeveloper of Parcel 24 in the Fenway Urban Renewal Area.
2. That it is hereby determined that Harvard possess the qualifications and financial resources necessary to acquire and develop the land and building in accordance with the Urban Renewal Plan and the Project Area.
3. That disposal of said Parcel 24 by negotiation is the appropriate method of making the land available for redevelopment.
4. That the Secretary is hereby authorized and directed to publish notice of the proposed disposal transaction in accordance with Section 105(E) of the Housing Act of

1949, as amended, including information with respect to the "Redevelopers Statement for Public Disclosure" (Federal Form H-6004).

5. That, in the light of the environmental review of the Draft and Final Project Impact Reports conducted by the Authority and the Certificate of the Secretary of Environmental Affairs on the Final Environmental Impact Report, and with due consideration to the resolution of design and transportation concerns regarding pedestrian circulation through the project site, the visual impacts of the proposed auto stackers, and the reduction of single-passenger auto commuting and the number of parking spaces, it is hereby found and determined that the Project EIR adequately addressed the environmental impacts of the Project and that the development of Parcel 24 by Harvard will not result in significant damage to the environment and further, that all practicable feasible means and measures have been taken to avoid or minimize damage to the environment.

6. That any future development of an additional Development Impact Project on Parcel 24 that would require additional parking spaces will require a comprehensive Transportation Access Plan for such development as part of the Authority's Development Review Procedures. As a part of this approval, Harvard will submit assurances satisfactory to the Director that it will participate in any area wide transportation study and will continue to actively participate with MASCO's study and will provide to the BRA a count of parking under the control of Harvard within the Harvard medical campus; it is understood that said studies will not adversely affect the parking or transportation component outlined in the Land Disposition Agreement.

HARVARD INSTITUTES OF MEDICINE SITE PLAN



MARCH 16, 1994
DEVELOPMENT IMPACT PROJECT PLAN
FOR THE
FENWAY DEVELOPMENT PARCEL 24 PROJECT
HARVARD MEDICAL SCHOOL
FOR
HARVARD INSTITUTES OF MEDICINE

DEVELOPMENT IMPACT PROJECT PLAN
FOR
FENWAY DEVELOPMENT PARCEL 24 PROJECT

SUBMITTED BY
HARVARD MEDICAL SCHOOL
FOR
HARVARD INSTITUTES OF MEDICINE

March 24, 1994

Prepared For: Boston Redevelopment Authority

A project summary list of the names, addresses, and telephone numbers of one attorney, architect, engineer and special consultants is attached to this Plan as Exhibit A.

SITE DESCRIPTION

The project is identified as the Boston Redevelopment Authority as "Fenway Urban Renewal Project, Project Map R-115 Parcel 24." The project site is commonly known as the former Boston English High School at 77 Avenue Louis Pasteur, and is bounded by Emmanuel College Alumni Hall to the north, Avenue Louis Pasteur to the east, Harvard University's Woodstock Hall and part of The Children's Hospital to the south and Harvard University's Blackston Lot to the west (Site "B2" is also attached to this Plan as Exhibit B.) The site currently is improved with a five-story tower and two-story wing enclosing 390,000 square feet of floor area.

DESCRIPTION OF PROJECT

MARCH 24, 1994
DEVELOPMENT IMPACT PROJECT PLAN
FOR THE
FENWAY DEVELOPMENT PARCEL 24 PROJECT
HARVARD MEDICAL SCHOOL
FOR
HARVARD INSTITUTES OF MEDICINE

The Project includes the following elements:

Developer-Owner: President and Fellows of Harvard College,
acting by and through
Harvard Medical School
(Hereinafter referred to as "Harvard")
Boston, Massachusetts

David M. Bray, Executive Dean for Management
and Administration
Harvard Medical School
25 Shattuck Street
Boston, MA 02115

Architect: Davis, Brody and Associates
315 Hudson Street
New York, NY 10013
Max Bond, Partner in Charge

A project directory list of the names, addresses, and telephone numbers of our attorneys, architects, engineers and special consultants is attached to this Plan as Exhibit A.

SITE DESCRIPTION:

The project is identified by the Boston Redevelopment Authority as "Fenway Urban Renewal Project, Project Mass. R-115 Parcel 24." The project site is commonly known as the former Boston English High School at 77 Avenue Louis Pasteur, and is bounded by Emmanuel College Alumni Hall to the north, Avenue Louis Pasteur to the east, Harvard University's Vanderbilt Hall and land of The Children's Hospital to the south and Harvard University's Blackfan Lot to the west (the "Site"). (See attached site plan in Exhibit B.) The Site currently is improved with a ten-story tower and two-story wing totalling 380,000 square feet of floor area.

DESCRIPTION OF PROJECT:

Harvard proposes the redevelopment and re-use of the Site and Site improvements as described in this Plan. The redevelopment and re-use of the Site are referred to as the "Project." The existing tower building will be renovated to create the Harvard Institutes of Medicine, a multi-disciplinary, inter-institutional complex for biomedical research. The objective of this organizational model is to create an environment which brings new focus to some of the unsolved problems of medicine and human biology, thereby enhancing the prospects for important contributions to human health.

The Project includes the following elements:

- Renovation of the existing ten-story, 241,397 gross square foot tower for re-use for biomedical research;
- Restoration of the sidewalk and landscaping parallel to Avenue Louis Pasteur and creation of a second entrance on the west facade of the tower;
- Demolition of the low-rise structures to the north of the tower on the Site and extension of the current surface parking; and
- Refurbishment of the existing parking garage and plaza.

PROPOSED USES:

The tower will be renovated for biomedical research and ancillary uses. The conceptual plan for the building assumes that 75% of the net assignable space on the above-grade floors will be developed as laboratory and laboratory support space, and the remaining 25% of the net assignable space will be developed as associated offices and conference facilities. The basement will be renovated as animal care space to serve the research to be conducted in the building. The existing garage will be maintained.

PROJECTED NUMBER OF EMPLOYEES:

The Project will create new construction jobs and permanent jobs as follows:

- On average, approximately 120 people will be at work for the duration of the construction period at any one time. Approximately 1,000 construction jobs will be created overall by the Project.
- Permanent jobs estimated in the Project total about 600.

The redevelopment of the former Boston English High School provides a further opportunity for expansion of jobs in Boston. The Longwood Medical and Academic Area ("LMA") is a major participant in the Boston economy. As an economic generator of about \$1.7 billion in revenues, it is responsible for about 5% of the gross city product of Boston. With over 25,000 jobs in its many health, research, and educational institutions, the LMA accounts for about 4% of the total employment of the City.

More recently, as the economy of the region has faltered, health and educational institutions have been viewed as a solid economic base toward which the City looks to improve the job prospects of its citizens. For many years, LMA institutions have been engaged in an array of job training and employment outreach programs aimed at the residents of both nearby Boston neighborhoods and the city at large.

Harvard and its Project Construction Manager will use good faith efforts to comply with the Boston Residents Construction Employment Standards in the hiring of Boston residents, minorities, and women for construction jobs on the Project. Harvard has been highly successful in its past efforts to conform to those standards. The Alpert Building project (formerly known as East Quadrangle Research Facility) on the Harvard Longwood Campus and the Morgan Hall project on the Allston Campus were recognized by the City for their successful affirmative action efforts.

With regard to permanent jobs, Harvard will seek to incorporate into occupancy agreements for the Project, provisions that encourage occupants of the Harvard Institutes of Medicine to use good faith efforts to hire Boston residents for new entry-level job openings and to give reasonable consideration to vendors owned by minorities and women. As stated in its previous agreements with the BRA, Harvard's actions with regard to employment must be consistent with Harvard's affirmative action plans, with Harvard obligations under applicable federal regulations and orders, with the provisions of collective bargaining agreements applicable to Harvard's employees and employees of project occupants, and with applicable federal or state employment, anti-discrimination, and equal employment opportunity laws.

LINKAGE CONTRIBUTIONS:

Housing Contribution Grant

Harvard will enter into a Development Impact Project Agreement for the Project with the Boston Redevelopment Authority (the "DIP Agreement"). Under the DIP Agreement Harvard shall be responsible for making a Development Impact Project Contribution consisting of a housing component and a jobs component. The housing component of the DIP Contribution shall be made by (i) the grant and payment by Harvard of a sum of money, payable at the times and in the manner and under the conditions specified in the DIP Agreement (referred to in Section 26A-3 (2) of the Zoning Code as the "Housing Contribution Grant") or (ii) the creation by Harvard of low-and moderate-income housing units at a cost at least equal to the amount of the Housing Contribution Grant and under the

conditions specified in the DIP Agreement (referred to in said Section 26A-3 as the "Housing Creation Option"), or (iii) a combination of items (i) and (ii) above. Should the Harvard obligation with regard to the DIP Contribution be satisfied solely in the form of a Housing Contribution Grant, total payments from the Project would equal approximately \$1,206,985, calculated as follows:

Total Square Footage of Gross Floor Area of Uses Enumerated in Table D of Article 26A of the Code Calculated pursuant to Section 2-1(21) of the Zoning Code:	241,397
	<u>x 5.00</u>
Total Housing Contribution Grant:	\$1,206,985.00

In the alternative, Harvard may elect to make payment under the Housing Contribution Grant in a single installment, due and payable on the Payment Date, in an amount equal to the total amount of the Linkage Payment which would otherwise be paid in twelve equal annual installments, discounted at an 8.25% interest rate, to represent the then present value of such twelve equal annual installments if paid in a single installment on the Payment Date.

Jobs Contribution Grant:

Harvard shall make a Jobs Contribution Grant with regard to the Project, in the manner and under the conditions specified in the DIP Agreement. The Jobs Contribution Grant will equal approximately \$241,397, calculated as follows:

Total Square Footage of Gross Floor Area of Uses Enumerated in Table E of Article 26B of the Code:	241,397
	<u>x \$1.00</u>
Total Jobs Contribution Grant:	\$241,397.00

In the alternative, Harvard may elect to make payment under the Jobs Contribution Grant in a single installment, due and payable on the Jobs Linkage Payment Date in an amount equal to the total amount of the Jobs Contribution Grant which would otherwise be payable in two equal annual installments, discounted at an 8.25% interest rate, to represent the then present value of such two installments if paid in a single installment on the Jobs Linkage Payment Date.

Estimated Construction Time:

The total construction time will be approximately 32 months, consisting of a six-month demolition period followed by approximately 26 months of renovation.

LOCATION AND APPEARANCE OF STRUCTURES:

Designed in 1971, the Boston English High School occupies most of its three-acre site. The building is composed of three distinct components: a classroom tower, a low-rise gymnasium/auditorium wing, and a 97-car parking garage located beneath the front plaza. The high school has been vacant since 1988.

The tower is comprised of a basement, 10 floors above grade, and a mechanical penthouse. The original use included classrooms, teaching labs, the school library, and a cafeteria. Floor to floor heights vary from 13 feet to 18 feet. Structural framing above the plaza level is steel. The exterior cladding is principally concrete with precast concrete in fill panels, and features fairly substantial window areas.

The tower is located at the southwest corner of the Site, set back from Avenue Louis Pasteur. Pedestrian access to the buildings on the Site is from Avenue Louis Pasteur, by way of the plaza.

The plaza is hard-paved concrete with inset brick strips and granite stair treads. The plaza steps up in a series of platforms approximately 10 feet from the elevation of the street sidewalk to the elevation of the first floor. Wheelchair access has been provided by a series of ramps. The design of the plaza includes a number of trees and site lighting fixtures.

The remaining components of the Site include the on-grade parking lot for 30 cars to the north of the low-rise wing and a bus drop-off lane in front of the plaza along Avenue Louis Pasteur.

The scale and texture of the building, and the natural color of its concrete cladding, are very much in keeping with the character of the surrounding Longwood Medical and Academic Area ("LMA").

Alterations to the tower for use as a research facility will primarily occur within the building interior; the general exterior appearance and configuration of the tower will be largely unchanged. A new mechanical penthouse that is required to accommodate major air handling systems will be almost entirely concealed behind the existing twelve-foot high parapet of the tower. Any mechanical equipment required to project above the roof will be set back from the edge of the building so that there will be no shadow impact as a result of alterations to the tower.

Other alterations to the exterior of the tower will include replacement of some windows; removal of through-wall louvers (serving old fan-coil heating units) and replacement with new precast panels; the construction of a new building entrance on the west; and a refurbished entrance on the east.

Height and Massing:

At 10 stories (plus a mechanical penthouse) in height, the tower is very much compatible with the height of many of the taller buildings in the LMA. Because the tower is set back from the major avenues in the area (i.e., from both Longwood Avenue and Avenue Louis Pasteur), the apparent height and massing of the tower is substantially reduced, particularly in comparison with taller buildings that front directly on Longwood Avenue.

The main change to building height and massing on the Site will be the demolition and removal of the low-rise wing. There will be several benefits from this demolition, including:

- Improvement of the architectural character along Avenue Louis Pasteur.
- Better visual supervision of the north parking area.
- Addition of new windows on the north facade of the tower at the three lower floors, and improvement in the appearance of the tower.
- Northerly extension of the plaza.

Open Spaces and Landscaping:

There are two major components to open space on the Site. First, the sidewalk and landscape treatment along Avenue Louis Pasteur will be improved by the removal of the existing bus drop-off lane and the installation of a new street curb. Removal of the drop-off lane will allow relocation of the sidewalk to a more appropriate orientation. New street trees of a size and species compatible with the area will be provided along the full frontage of the Site to continue and reinforce the formal tree-lined quality of Avenue Louis Pasteur from the Fenway to the Harvard Medical School Quadrangle. Shrubs and bushes in planting beds that screen the east end of the low-rise wing on the Site will be cleaned up and pruned for a more controlled appearance.

Second, the plaza facing onto Avenue Louis Pasteur will be retained and improved in its basic design through repairs to the pavement and other landscape elements. Site lighting will be refurbished or replaced. Dead or damaged trees will be removed and replaced. Following the removal of the low-rise wing, the plaza will be extended to the north. Finishes for the new plaza area will be compatible with the existing plaza to form a seamless transition.

All areas of the plaza will be accessible by ramp in accordance with federal and state accessibility requirements. Signage within the plaza area will identify the Project.

ENVIRONMENTAL IMPACT:

The Secretary of Environmental Affairs issued a Certificate on January 28, 1994, certifying that Harvard's Final Environmental Impact Report on the Project complied with the Massachusetts Environmental Policy Act and its implementing regulations.

ZONING AND LAND USE CONTROLS:

The Site is located within the H-3 Zoning District and within an Urban Renewal "U" Overlay District. The Site also is located within the Fenway Urban Renewal Area and will be subject to a Land Disposition Agreement made with the Boston Redevelopment Authority ("BRA"). Within these districts and areas, the proposed uses are allowed uses. The proposed uses include institutional use for research and scientific laboratories, which may be both for-profit research and laboratory use and not-for-profit research and laboratories; keeping of animals; offices; patient care facilities; parking in existing parking areas and additional parking spaces to serve the uses on the Site and other surrounding institutional uses as shown on the site plan (Exhibit B) and customary accessory uses.

APPROVAL PROCESS/SCHEDULE:

The Site will be entirely owned by Harvard and requires no additional land acquisition to effect the Project.

PROPOSED TRAFFIC CIRCULATION; ACCESS TO PUBLIC TRANSPORTATION:

As a result of consultation with the BRA and Boston Transportation Department, Harvard, through its support of MASCO (Medical, Academic and Scientific Community Organization, Inc.) has contributed to the preparation of several comprehensive transportation, parking, and transit studies of the LMA, including the 1987-88 Comprehensive Transportation Study and the Transportation Study Update of the 1987-88 report, completed in 1992. Information set forth in those reports is reflected in the transportation analysis set forth in the approved Final Environmental Impact Report for the Project.

In addition, Harvard will submit to the BRA a Construction Management Plan so that the effects of construction period traffic will be mitigated.

The existing MBTA mass transit service to the LMA includes the Arborway (E) and Riverside (D) arms of the Green Line. Seven MBTA bus routes connect the Site to nearby areas, as do two bus routes operated by Metrobus, a subsidiary of MASCO. In addition, three Metrobus routes connect the Site with remote parking facilities used by Harvard Medical School employees and employees of other LMA institutions.

Parking and Loading Facilities:

There are currently a total of 387 marked parking spaces located on the Site and on the adjacent Blackfan and Vanderbilt lots which also are controlled by Harvard; all of these spaces are located within the Urban Renewal Overlay District. Of these spaces, 127 are located on the Site, including spaces within the existing garage.

The Project contemplates the demolition of the low-rise wing on the Site and an extension of the surface parking area. The net result of these site improvements and those to be undertaken on the adjacent parcels will be an increase of 155 new parking spaces on the land comprising the Urban Renewal Overlay District. The resulting total parking supply will accommodate 542 vehicles. Of those spaces, 344 will be allocated to the Site, either in the garage or in surface parking. The ratio of parking supply to the size of the building will be slightly more than one space per one thousand gross square feet.

Service facilities for the building are provided by loading docks located within the building at the basement level.

COMMUNITY BENEFITS:

Summarized below are the Community Benefits described in the Cooperation Agreement dated September 30, 1993 and executed by Harvard and the BRA.

Linkage Contributions:

The Harvard Institutes of Medicine project will contribute approximately \$1.5 million to job and housing linkage funds for the City of Boston as described above. Harvard encourages the use of linkage funds for the benefit of Mission Hill and Fenway residents and opportunities for such use will be explored and given full consideration.

Creation of Jobs:

The Harvard Institutes of Medicine project will create construction jobs and permanent jobs as described above.

Job Training:

The Project will provide a unique opportunity for collaboration among the related institutions which will occupy the building, not only in research efforts, but also in regard

to job training and outreach programs. With the advice and guidance of the residents of the adjoining neighborhoods, the institutions or other occupants of the Project can assess the most effective programs to promote job preparedness, job training, employment opportunities, and youth employment in the Mission Hill and Fenway neighborhoods which may be pursued by some or all of the parties, using linkage funds generated by the project. Harvard will work, and will encourage the occupants to work, with MASCO to develop an integrated approach to the development of new job opportunities.

Community Service:

Harvard Medical School students and faculty participate in many community service projects, including tutoring, mentoring, providing health care, and other activities contributing to the overall training and education of potential applicants for jobs in the LMA.

Walk to Work:

The walk-to-work initiative which was developed in conjunction with the Beth Israel project at the Massachusetts College of Art site provides an information link between LMA employees and housing resources in the Mission Hill and Fenway neighborhoods. This program is intended to be implemented throughout the LMA in cooperation with MASCO. Harvard Medical School participates in the ongoing development and implementation of this program as a member of MASCO.

Community Health Care:

The research activities of the medical and educational institutions in the LMA, including Harvard, contribute to the improved health of our neighbors and others through medical discoveries and the clinical applications of the results of our studies. Research at Harvard Medical School and its affiliated research hospitals has led to major improvements in health care, including breakthroughs in the treatment of heart disease, epilepsy, AIDS, psoriasis, cancer, immune response mechanisms, dyslexia, and asthma, among many others.

Because the proposed Project will be dedicated to research uses and not to the provision of direct health care services, the research efforts to be fostered by the Harvard Institutes of Medicine will be the most significant contribution the Project can make to improved community health.

The above is only a summary of the provisions of the Cooperation Agreement, which creates binding obligations upon the BRA and Harvard; for detailed terms, reference should be made to the Cooperation Agreement itself.

Exhibit A: Directory of Project Team

Exhibit B: Site Plan

EXHIBIT A

Directory of Project Team

MEMORANDUM

MARCH 24, 1994

EXHIBIT B

Site Plan

TO: BOSTON REDEVELOPMENT AUTHORITY AND
MARISA LAGO, DIRECTOR

FROM: BEVERLEY JOHNSON, ASSISTANT DIRECTOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT
RICHARD GARVER, DEPUTY DIRECTOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT

SUBJECT: HARVARD INSTITUTES OF MEDICINE PROJECT, NEWWAY URBAN
RENEWAL AREA, PROJECT WWS, R-115; PUBLIC HEARING
CONCERNING A DIP PLAN AND AGREEMENT

SUMMARY: A public hearing was conducted on the DIP Plan and Agreement for the Harvard Institutes of Medicine Project (the "Proposed Project") on March 10, 1994, and the matter was taken under advisement. This memorandum recommends with regard to the Proposed Project that the Boston Redevelopment Authority (the "Authority") (1) approve the Development Impact Project Plan ("DIP Plan") submitted by the President and Fellows of Harvard College, acting by and through the Harvard Medical School ("Harvard"), in connection with the Proposed Project; (2) authorize the Director to enter into a Development Impact Project Agreement ("DIP Agreement") with Harvard in connection with the Proposed Project; (3) grant Final Designation to Harvard; and (4) find that the Proposed Project will not result in significant damage to the environment and that all practicable mitigation measures have been taken to avoid or minimize damage to the environment.

BACKGROUND

On March 10, 1994, the BRA conducted a public hearing on the DIP Plan and DIP Agreement for the Harvard Institutes of Medicine Project. In response to concerns expressed by community representatives about the transportation impacts of the Proposed Project, the availability of the project Environmental Impact Report and the provision of adequate time to consider the project following a March 8, 1994 presentation by Harvard University, the Board took the matter under advisement on March 10.

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MEMORANDUM

MARCH 24, 1994

TO: BOSTON REDEVELOPMENT AUTHORITY AND
MARISA LAGO, DIRECTOR

FROM: BEVERLEY JOHNSON, ASSISTANT DIRECTOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT
RICHARD GARVER, DEPUTY DIRECTOR FOR
INSTITUTIONAL PLANNING AND DEVELOPMENT

SUBJECT: HARVARD INSTITUTES OF MEDICINE PROJECT, FENWAY URBAN
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Since the March 10 hearing, the BRA has distributed copies of the Draft and Final Environmental Impact Reports for the Project to the members of the Fenway Working Committee. BRA staff have made themselves available to discuss the project with the members of the Fenway Working Committee, but these representatives have to-date declined offers to meet with the BRA. The matter is now resubmitted with a recommendation for approval.

RESOLUTION OF PROJECT ISSUES

Harvard's project, the redevelopment of Fenway Urban Renewal Parcel 24 (the "site"), involves the renovation of the vacant former English High School property into a 294,300 gross square foot biomedical research facility. The DIP Agreement will secure Harvard's responsibility for making Development Impact Project contributions in conjunction with the project.

Harvard University has completed the Commonwealth's environmental review process, receiving a Final Environmental Impact Report Certificate of Adequacy on January 28, 1994 from the Secretary of Environmental Affairs.

The Authority issued final development review requirements to Harvard on February 3, 1994. Those requirements focused primarily in the areas of project design and transportation. The University has now responded to these requirements. Its submissions resolve these requirements as follows:

Transportation. The Proposed Project creates 217 net new parking spaces. It will improve pedestrian circulation in the area and result in a reduction in the number of curb cuts on Avenue Louis Pasteur. The Secretary's Final Environmental Impact Report Certificate of Adequacy determined that, because "the number and effect of new vehicle trips is quite limited," the Proposed Project meets agency requirements.

The BRA's transportation review focused primarily on the University's acceptance of measures to reduce single passenger auto commuting and with the amount of parking requested on the site by the University. In addition to eliminating parking stackers from its proposal, as noted below, Harvard has committed to encourage ride sharing, to subsidize employee purchases of transit passes and other measures which have been enumerated in a Cooperation Agreement for the project.

Additionally, in recognition of the need to respond to the evolving transportation characteristics of the Longwood area, it is recommended that any development on Parcel 24 of a future Development Impact Project requiring additional parking spaces require a comprehensive Transportation Access Plan as part of the Authority's Development Review Procedures. Such an Access Plan would take into consideration the Boston Transportation Department's area-wide transportation study, presently getting underway, any improved transit access to the area such as is now under

consideration at the MBTA, as well as any other future changes to the transportation system.

Project Design. The BRA's design concerns focused primarily on provision for pedestrian circulation within the site plan and the visual impact of auto parking stackers proposed on the surface parking lots. Harvard has responded to the first issue by creating a defined pedestrian walkway system connecting the Blackfan Street area to the Avenue Louis Pasteur corridor along the north side of the development.

The issue of the visual impact of auto stackers has been resolved by Harvard's agreement to create a masonry wall and gate along the Avenue Louis Pasteur face of the parking area, which will screen much of the lot from view, and to install a screening fence and evergreen plantings along the edge of the site adjoining the Emmanuel College property. Plantings will also be introduced on the Blackfan Street edge of the existing lot. In order to minimize the visual impact of stackers through the gate on Avenue Louis Pasteur, Harvard has agreed to eliminate 46 stackers which would be immediately visible through the gate.

PROJECT BENEFITS

The Harvard Institutes of Medicine project will provide extensive benefits to the City as a whole as well as the adjoining neighborhoods. First of all, the Proposed Project will result in the renovation and active use of a vacant and derelict public building. Secondly, the project will address a serious shortage of bio-medical research facilities in the Longwood area, a shortage which was aggravated by the collapse of the Olmsted Plaza Project. The Proposed Project itself is expected to employ 745 people, including faculty, technicians, office staff and building staff. Of these, some employees will transfer from existing research centers in the Longwood area. A number will be new staff to accommodate expanding research activity. Harvard Medical School intends that some of the new employees will be associated with private pharmaceutical firms which will be attracted to the building. The project is estimated to create 500 construction jobs.

The Development Impact Project contributions which are the subject of this recommendation consist of housing linkage funds currently estimated at \$1,206,985 and jobs linkage funds estimated at \$241,397.

In order to ensure that the project brings benefits specifically to the adjacent Mission Hill and Fenway communities, Harvard has put forward a set of commitments in its Cooperation Agreement. These include,

- Work with Authority and the Mayor's Office of Jobs and Community Services and the community to develop a job creation proposal to serve the residents of the Fenway and Mission Hill using the job linkage funds from the Proposed Project.

- Designate a staff person to coordinate outreach, recruitment and training with appropriate neighborhood representatives.
- Distribute notices of available positions on a regular basis to locations to be agreed upon by the community.
- Work with the Authority and the Mission Hill and Fenway communities to develop a housing creation proposal to benefit these neighborhoods using the housing linkage funds from the Proposed Project.
- Participate in the Walk-to-Work program, which will include information on the Mission Hill and Fenway neighborhoods in all employee orientation packages, and providing information to employees and students on housing opportunities in the neighborhoods.
- Encourage the procurement of goods and services from local businesses.

COMMUNITY REVIEW

In accordance with the Authority's development review procedures, BRA staff have conducted extensive community presentations and discussions of the proposed project, beginning in May, 1993. These included the following meetings in the Fenway, two of which included representation of the Mission Hill PZAC:

Fenway Working Committee	May 18, 1993
Fenway Working Committee/ Mission Hill PZAC representative	June 8, 1993
Fenway Working Committee	June 22, 1993
Fenway Working Committee/ Mission Hill PZAC representative	March 8, 1994

The following meetings were held in Mission Hill:

Mission Hill PZAC Steering Committee	May 20, 1993
Mission Hill PZAC	June 1, 1993
Mission Hill PZAC/	December 7, 1993

Issues which were addressed in the community meetings included design, transportation impacts, community benefits and the handling of hazardous wastes. Of the issues raised by the Mission Hill PZAC, a particular item which remains unresolved to the PZAC's satisfaction is the retention of a right-of-way for a street connection between Blackfan Street and Avenue Louis Pasteur. The creation of such a connection has been opposed by Fenway representatives and Boston Latin School. The Boston Transportation Department has agreed to study the desirability of such a

connector in this location over the next year as part of its area-wide transportation study. For its part, Harvard has agreed that its site plan will retain a strip of land for one half of the street along the property line between its site and the adjacent Emmanuel College unencumbered by development should the city determine that the street should be built. The balance of the right-of-way would be the responsibility of Emmanuel College.

The other principal issue, raised by the Mission Hill PZAC and the Fenway Working Committee is the amount of parking provided on the site. As discussed above, the project MEPA Certificate has approved the project based on the fact that the number and effect of new vehicle trips is quite limited. Nevertheless, the BRA's review of the project has resulted in Harvard's agreement to reduce the number of parking stackers provided on the site.

BRA staff had made copies of the project Environmental Impact Report available to the Mission Hill PZAC and through the Office of Neighborhood Services to Fenway representatives in September, 1993. Following the March 10, 1994 Public Hearing, the BRA distributed additional copies of the Project Draft and Final Environmental Impact Reports to representatives of each organization making up the Fenway Working Committee. Members of the Committee were invited to meet with the BRA staff and Harvard University to discuss the project further. These members have to-date declined such meetings.

In addition to community discussions, Harvard has also presented the Proposed Project to representatives of Boston Latin School, which is located across Avenue Louis Pasteur from the site. Headmaster Contompasis indicated the support of Boston Latin School for Harvard's Proposed Project in the March 10, 1994 Public Hearing.

CONCLUSION

Authority staff recommends that the Authority: (1) approve the Development Impact Project Plan ("DIP Plan") submitted by Harvard in connection with the Proposed Project; (2) authorize the Director to enter into a Development Impact Project Agreement ("DIP Agreement") with Harvard in connection with the Proposed Project; (3) grant Final Designation to Harvard; and (4) find that the proposed project will not result in significant damage to the environment and that all practicable feasible means have been taken to avoid or minimize damage to the environment.

Appropriate votes follow:

VOTED: That with respect to the Harvard Institutes of Medicine project (the Proposed Project) presented to the Boston Redevelopment Authority at its public hearing on March 10, 1994 by the President and Fellows of Harvard College, acting by and through Harvard Medical School

("Harvard"), the Boston Redevelopment Authority hereby issues the following findings, approvals, and authorizations:

1. With respect to the requirements of Articles 26 through 26B (Development Impact Projects) of the Boston Zoning Code, as amended:
 - (a) the Boston Redevelopment Authority, after due consideration of the evidence presented at the Authority's public hearing on March 10, 1994, finds that the Development Impact Project Plan presented at said hearing (the "DIP Plan") (i) conforms to the general plan for the City of Boston as a whole; (ii) contains nothing that will be injurious to the neighborhood or otherwise detrimental to the public welfare; and (iii) does adequately and sufficiently satisfy all other requirements of Articles 26 through 26B for a Development Impact Project Plan; and further
 - (b) the Boston Redevelopment Authority approves the DIP Plan presented at the Authority's March 10, 1994 hearing. Said DIP Plan is embodied in a written document entitled "Development Impact Project Plan for Harvard Institutes of Medicine" and exhibits thereto; and further
 - (c) the Boston Redevelopment Authority authorizes the Director, in the name and on behalf of the Authority:
 - (i) to execute and deliver: (1) a Development Impact Project Agreement in the form presented at the Authority's March 10, 1994 public hearing subject to such revisions deemed necessary and appropriate by the Director, and (2) any other agreements with Harvard required by or incidental to the DIP Agreement; and
 - (ii) to certify: (1) that plans submitted to the Inspectional Services Department in connection with the Proposed Project conform to the DIP Plan, at such time as the Director, in her discretion, determines that such plans so conform; and (2) that Harvard has entered into a DIP Agreement with the Authority that meets all of the requirements of Articles 26 through 26B of the Boston Zoning Code, as amended; and further

VOTED: That any agreements or other documents executed by the Director on behalf of the Boston Redevelopment Authority pursuant to the authority granted by the foregoing votes shall include such terms and conditions as the Director deems appropriate and in the best interests of the Authority, the Director's execution and delivery of such agreements and other documents to be conclusive evidence of the Director's determination and of the authorization granted to her hereunder. All agreements, plans, and other documents approved by the Boston Redevelopment Authority, or executed by its Director, pursuant to such votes shall be on file in the office of the Boston Redevelopment Authority.

VOTED: That the Authority adopts the following resolution granting Final Designation to the President and Fellows of Harvard College, acting by and through the Harvard Medical School for acquisition and development of Parcel 24 in the Fenway Urban Renewal Project, Project Mass. R-115.

